

25X1

[] CONFERENCE

1. The purpose of our meeting [] is two fold; we want to take a hard look at the Office of Personnel specifically, and Agency personnel practices and procedures in general.

25X1

25X1

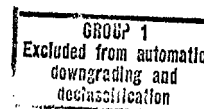
2. In the language of [] "The Director of Personnel is responsible for the formulation of Agency personnel management goals, policies, and procedures. He provides leadership in improving the effectiveness and flexibility of personnel management, assuring its consistency among the various career services of the Agency while giving due regard to their differing needs". If we are to accept the challenge of this charter, we must be ready to accept its long-range implications, with a view to the obstacles that habit and tradition have placed in the way of realizing the leadership required, and a recognition that inventiveness is essential to a new approach to major personnel management problems.

25X1

3. We hope to keep the [] conference an unstructured one rather than provide you with an itemized agenda of topics arranged in any order of priority. We hope that we can establish logical priorities through a thoughtful discussion of those items which we have presented. Consideration of some items will, of course, lead us to others not mentioned here.

4. The following, therefore, lists areas of concern without particular regard to any priority of importance. They have not been elaborated upon in order to avoid any predetermined direction of discussion.

CONFIDENTIAL



~~CONFIDENTIAL~~

5. At the commencement of the conference, it is suggested that the conferees agree upon general areas of discussion to be followed in that order of sequence which seems most logical to the group. It is requested that each conferee give this approach careful thought prior to the conference.

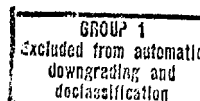
6. It is essential that we look beyond the immediate area of interest indicated by any of the items listed below. For example, an obvious question of great concern will be that of reducing personnel losses found in the early years of Agency service, particularly of our young professionals. This question touches upon more than one program, many functional areas, and several managerial concepts which have become a part of our accepted administrative machinery.

7. By the same token, many of the items listed below will be found to be interlocking and it will be difficult to provide due justice to one without considering others in the same context.

✓ 8. In no particular sequential order and without attempt, at this time, to establish priorities of concern, the following topics have been suggested for consideration:

OF GENERAL AGENCY CONCERN

1. A career development program geared to future succession years.
2. Development of a management potential evaluation system.
3. The establishment of promotion and assignment "paths" within career services for specialists, generalists and clerical personnel.
4. The need for a program to tell young officers how it is, i.e., the provision of accurate information on programs of career management, career paths, "stepping stones", selected development, etc.

~~CONFIDENTIAL~~

5. The establishment of a youth forum to advise the Director of Personnel.
6. Central monitoring of careers of new employees in the first two years.
7. The consideration of means to reduce personnel losses found in the early years of Agency service.
8. The selection of not only the right number of people but the right kinds at the right times, as specified by the components in the context of their ceiling situations and changing requirements.
9. The establishment of better systems and mechanisms for improved matching of people and jobs.
10. Conforming TO's to organizational job levels and keeping them current.
11. Increasing the pace of personnel movement where necessary during the next five-year period.
12. Retooling current mid-career programs.
13. Ways and means of assuring a smoother manpower input flow, i.e., requirements, recruitment, initiating clearances, effecting placements, conducting follow up interviews and assisting management in resolving assignment problems

OF SPECIFIC OFFICE OF PERSONNEL CONCERN

1. The establishment of an Agency Employee's Center (see attached).
2. The establishment of a succession development program for the Office of Personnel.
3. A review of the organizational structure of the Office of Personnel.
4. A review of significant ideas forwarded under the "A Look At Ourselves" exercise.

Many of the topics listed above have come to us with considerable elaboration by the suggestor. This material will be available at the conference. The items listed have been presented in their simplest form in the hope that the conferees, upon reflection, will provide a variety of individual reactions for group discussion. This is not a closed list; any and all ideas will be welcomed.

CONFIDENTIAL

GROUP 1
Excluded from automatic
downgrading and
declassification